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DDA 78-2915/20

23 OCT 1978

MEMORANDUM FOR: Director of Personnel

FROM: John F. Blake  
Deputy Director for Administration

SUBJECT: Lateral Assignment of Employees

1. Rotation of DDA officers between Offices and between Directorates is a fairly common occurrence. Because of the DDA's responsibility for administration throughout the Agency there are M Career Service slots in all Directorates and the Office of the DCI. These positions are filled on a rotational basis by representation of the various Offices of the Directorate of Administration. While such assignments, except in rare instances are in administrative jobs, they are in direct support of the functional line positions throughout the Agency and, in fact, are in the chain of command of the offices to which these officers are assigned. As such, the assignees are broadened through knowledge of how the different offices and Directorates function.

2. These assignments have been found to be most valuable down through the years. In fact, in many cases when evaluating officers within the Directorate of Administration, special mention is made when an officer has served in several Directorates indicating that he has a broader understanding of how the Agency operates and how the Directorates interrelate.

3. In addition, the Deputy Director for Administration several years ago established an intra-directorate rotation program for senior officers. His idea was to broaden senior officers in the knowledge of how the various Offices are managed and to increase their capability to assume senior Directorate positions in the future. This was keyed to GS-14 and GS-15 officers and the positions for the most part were GS-15's and GS-16's. The program has worked well and the first sequence is now coming to an end. It is planned to continue this program but we will delay further implementation pending the establishment of the Agency-wide program.

4. Substantive rotations at more junior levels, i.e., GS-11, -12, and -13, have been discussed by the DDA Personnel Panel, a panel consisting of the Career Management Officers of the Directorate of Administration Offices. It was felt that at that grade level, the officers are still very much learning the details of their substantive specialties and that losing two years would make them less competitive upon return. In a few cases, rotations were arranged but it was not done on as formal a basis as was the senior intra-directorate rotation. The GS-11, -12, and -13's, however, who would have been included in such a program would be the ones eventually considered at more senior levels for the intra- and inter-directorate programs.

5. There are several incentives which would make inter-directorate rotation more desirable. It will be necessary to develop systems whereby personnel are carefully selected so that their chance of success in other Directorates is high and their loss of productivity is low. Following are some ideas to be considered:

a. Identify throughout the Agency positions requiring like backgrounds and include in the same subgroups. This would open the way for staff employees to rotate throughout the Agency developing greater understanding of how other Directorates operate while remaining productive in their own basic career fields. For example, many DDA officers, as mentioned above, are in such situations, however, their fields could be broadened. Possibly some NFAC analysts and DDO Reports Officers could be made interchangeable.

b. Increase the number of orientation briefings and lectures to better inform Agency personnel of the specific details of responsibility elsewhere in the Agency. Let individuals know that there are challenges, possibly not using their exact backgrounds but something close to it in other parts of the Agency. This would not be in conflict with a. above but would give personnel a chance to move in closely related fields.

c. At the more senior levels, i.e., GS-14, -15, and supergrades, have as part of the evaluation process information on assignments outside the officer's immediate

office. While this would not be a requirement for promotion, the information most assuredly should be considered in the officer's overall evaluation.

d. Develop a suggestion of monetary awards and Quality Step Increases to reward an officer for exceptional performance in a Directorate other than his own.

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